

## BIG GOAL

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

# 2022 STRATEGIC PLAN UPDATE

## Building Missouri's Future:

A new strategic plan to provide pathways and reduce barriers to educational attainment and workforce participation.



Missouri will strive to be the best among other Midwestern states in educational attainment and labor force participation by 2030.

Internally, MDHEWD will strive to be the best place to work in state government.

## BIG GOAL

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION

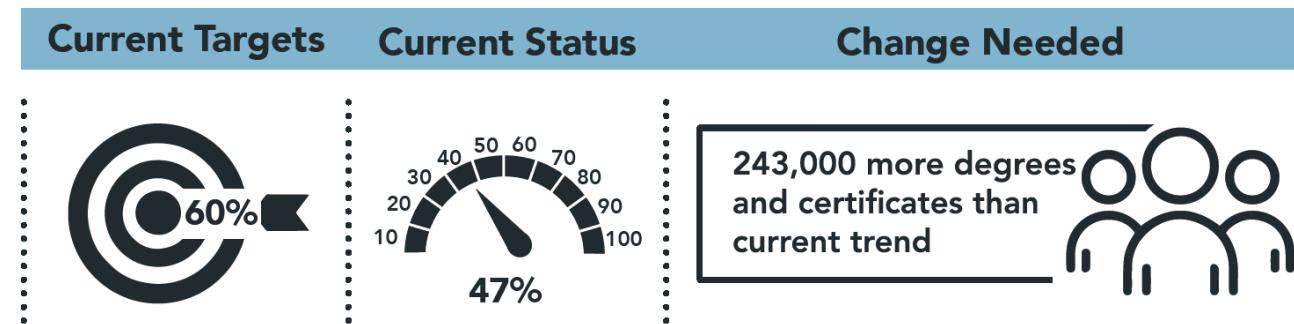
### 2022 UPDATE

Data for the estimation of educational attainment for the working aged population (25-64) was originally sourced from the Lumina Foundation, A Stronger Nation research. Due to data collection challenges during the pandemic, data was not available for the Lumina Foundation to update the educational attainment levels to include an estimation of certificate and credential attainment.

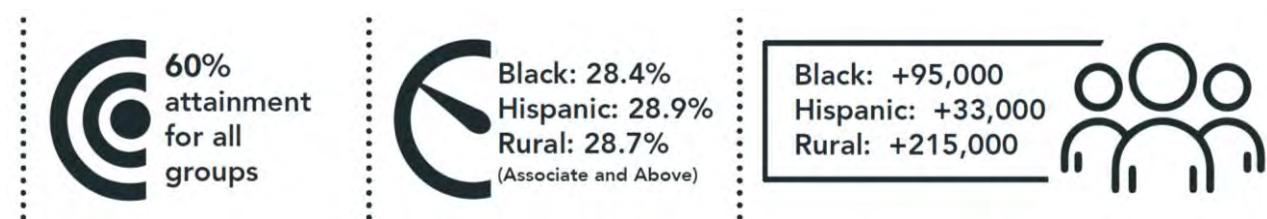
To provide some update, MDHEWD is providing 2021 estimates of the percent of the working aged population with an associate degree or above only.

# 2022 STRATEGIC PLAN UPDATE

## EDUCATIONAL ATTAINMENT



## EQUITY TARGETS



## BIG GOAL

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION

**MISSOURI RANKS 8<sup>TH</sup>  
IN WORKING AGED  
EDUCATIONAL  
ATTAINMENT FOR  
ASSOCIATE DEGREES  
AND ABOVE.**

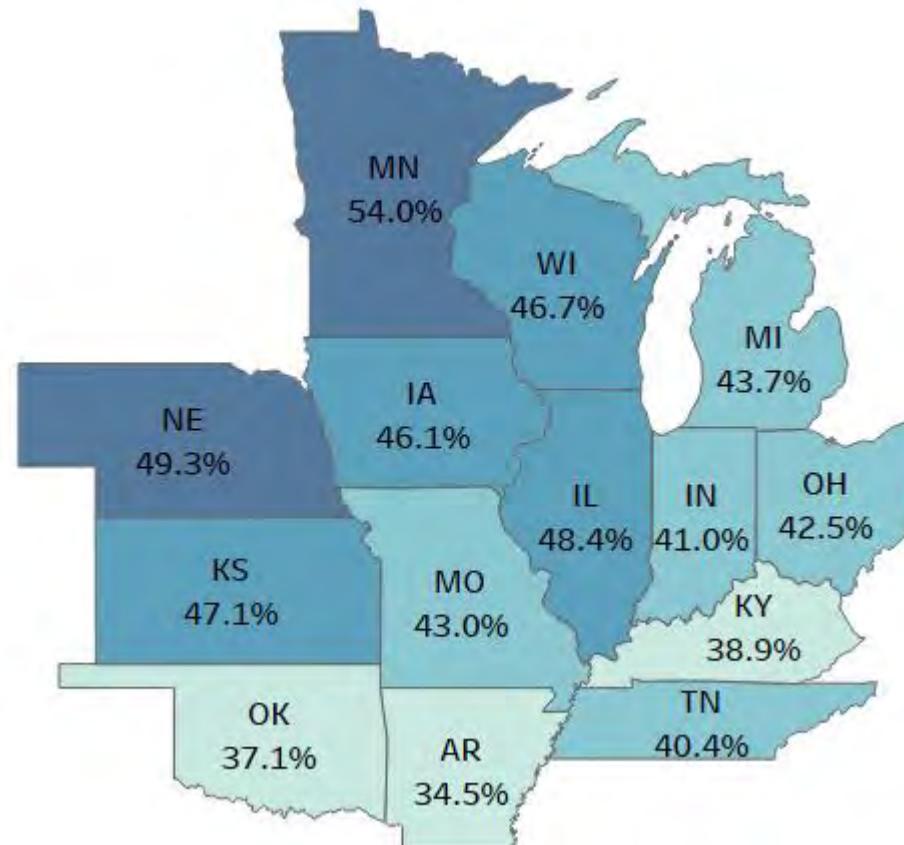
Educational attainment for the working aged population at the associate degree level and higher increased from 41.0% to 43.0%.

Missouri's rank is unchanged and Minnesota is the highest ranked peer state.

# 2022 STRATEGIC PLAN UPDATE

## EDUCATIONAL ATTAINMENT

Population Aged 25-64, Associate Degree and Above, 2021



U.S. Census Bureau, American Community Survey, 2021 1-Year PUMS estimates.

## BIG GOAL EQUITY

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION

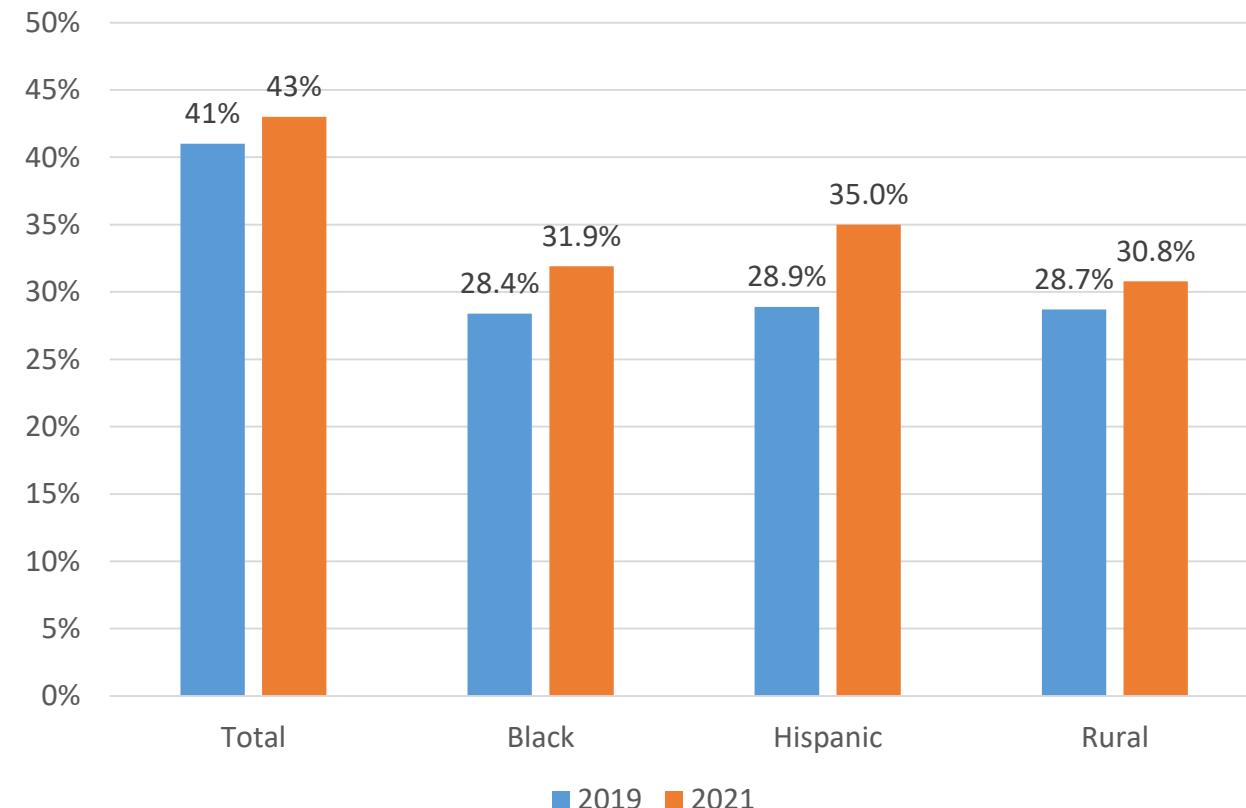
**BLACK AND HISPANIC  
EDUCATIONAL  
ATTAINMENT IS  
LOWER THAN THE  
STATE AVERAGE BUT  
INCREASED BY A  
GREATER  
PERCENTAGE.**

The statewide educational attainment for the working age population increased to 43% from 41%. The Rural attainment rate increased similar to the state average of two percentage points, while Black attainment increased by 3.5 points and Hispanic attainment increased by 6.1 percentage points.

# 2022 STRATEGIC PLAN UPDATE

## EDUCATIONAL ATTAINMENT

Population Aged 25-64, Associate Degree and Above, 2021



U.S. Census Bureau, American Community Survey, 2021 1-Year PUMS estimates.

## BIG GOAL

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION

### 2022 UPDATE

Labor force participation rates have been recovering from the impact of the COVID-19 pandemic but have yet to return to pre-pandemic rates.

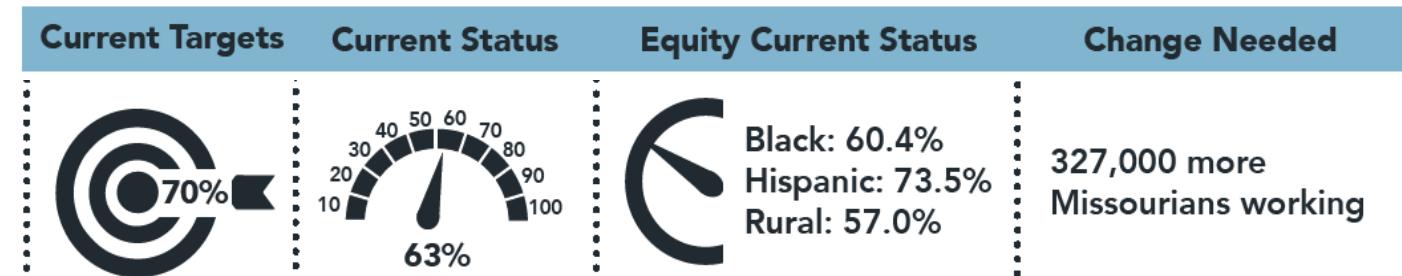
The data estimates for labor force participation rate are subject to revision by the U.S. Bureau of Labor Statistics.

Missouri's revised labor force participation rate for 2020 was 62.9%, slightly lower than the 63.1% that was originally published at the time of the strategic plan adoption.

Missouri's rank was revised to 7<sup>th</sup> among peer states, compared the preliminary rank of 6<sup>th</sup>.

# 2022 STRATEGIC PLAN UPDATE

## LABOR FORCE PARTICIPATION



## BIG GOAL

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION

### MISSOURI RANKS 6<sup>TH</sup> IN LABOR FORCE PARTICIPATION.

The labor force participation rate in Missouri increased to 63.1 from a revised 62.9 in 2020.

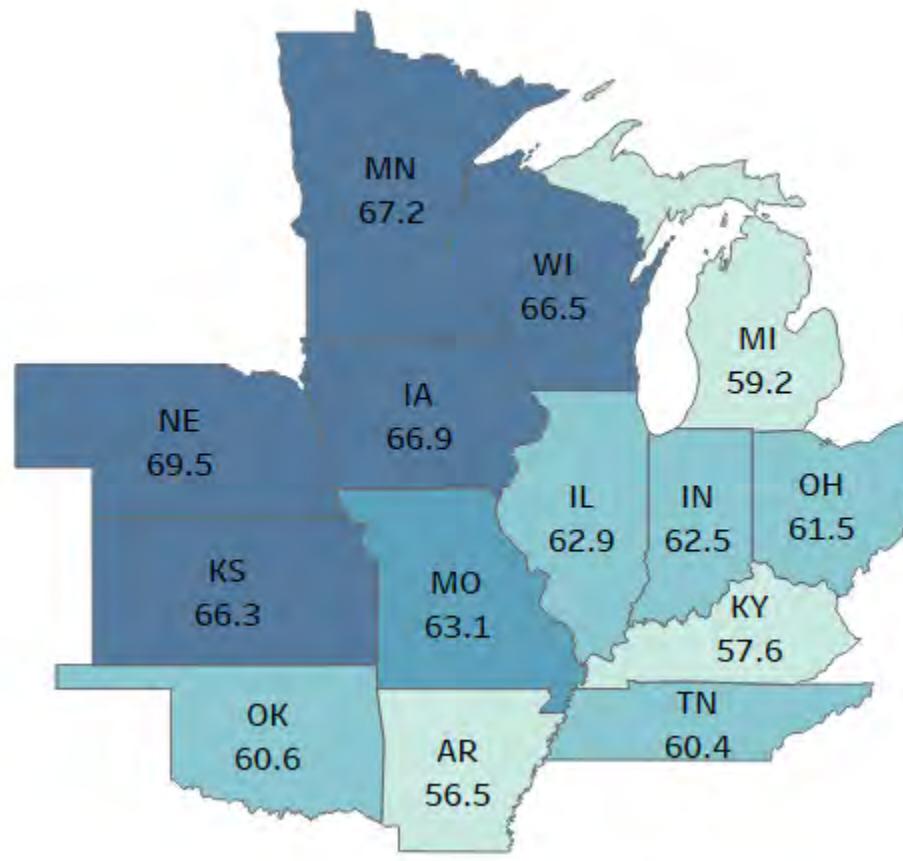
Missouri was one of four states with an increase in labor force participation from 2020 to 2021.

Nebraska ranked the highest at 69.5.

# 2022 STRATEGIC PLAN UPDATE

## LABOR FORCE PARTICIPATION

Civilian Population Aged 16+, 2021



## BIG GOAL EQUITY

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION

**THERE WERE  
DECLINES IN LABOR  
FORCE PARTICIPATION  
IN EACH OF THE  
EQUITY GROUPS.**

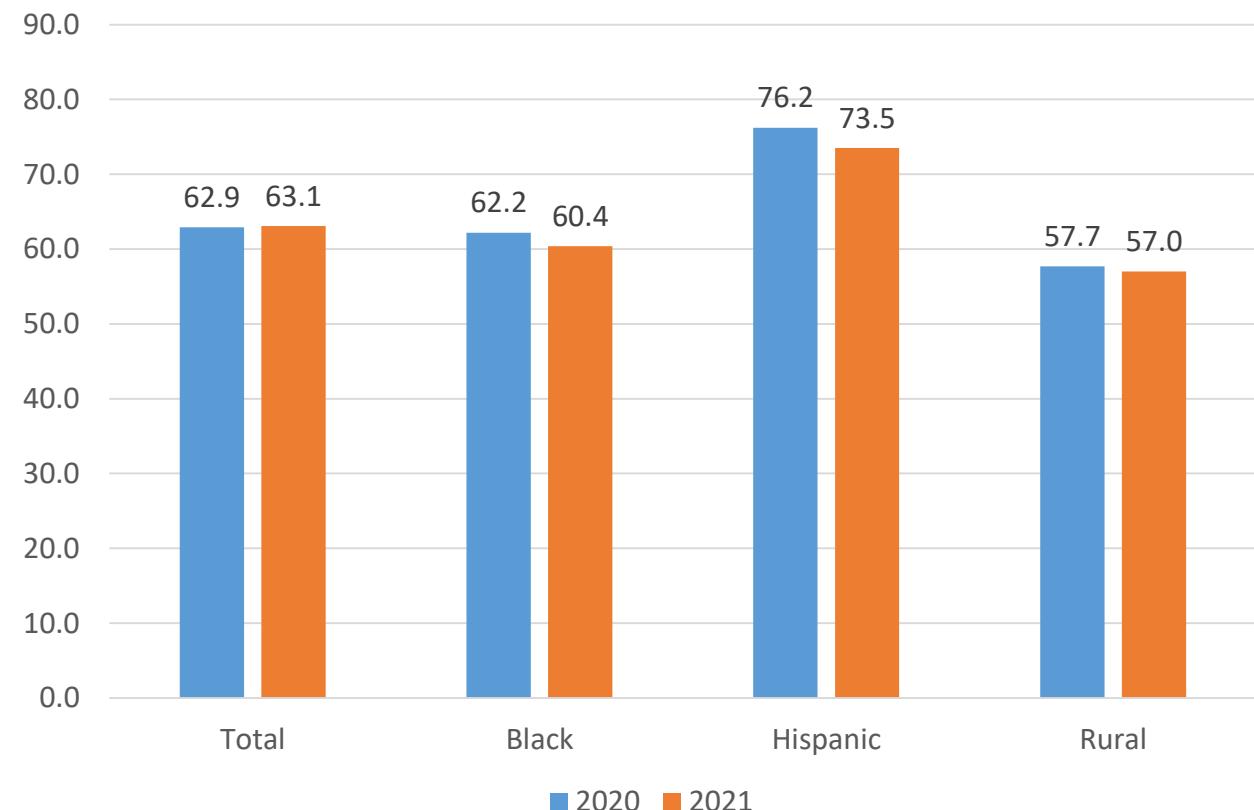
The largest decline in labor force participation was in the Hispanic equity group.

Labor force participation in the U.S. was unchanged between 2020 and 2021.

# 2022 STRATEGIC PLAN UPDATE

## LABOR FORCE PARTICIPATION

Population Aged 16+, 2021



## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of all Missouri residents filing the Free Application for Federal Student Aid (FAFSA). Not all may live in Missouri at the time of filing.

### WHY DOES IT MATTER?

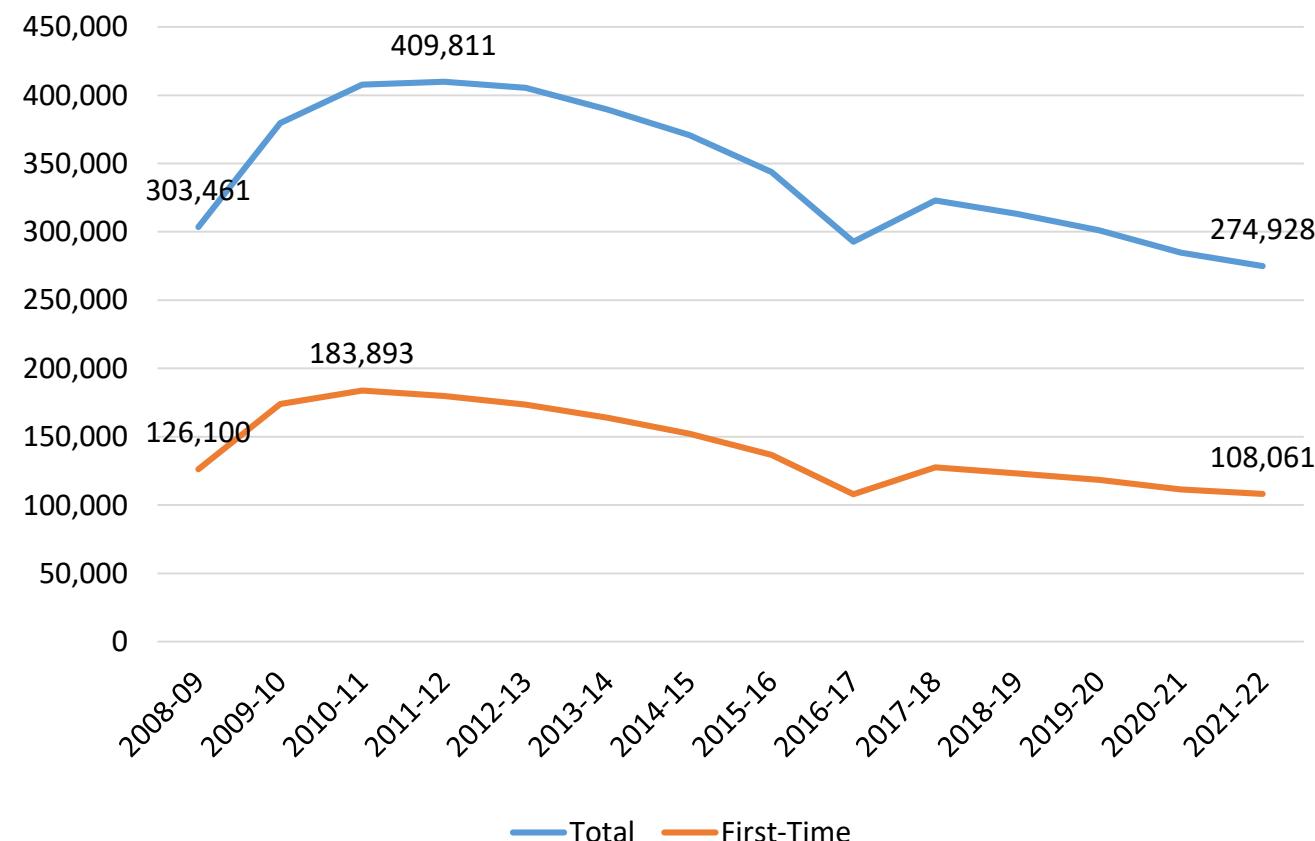
FAFSA filings are an early indicator of enrollment trends. Financial support, especially grants, improve student success. Students can only be eligible for some financial aid, including Pell Grants and Access Missouri, by completing the FAFSA.

### WHAT DOES GOOD LOOK LIKE?

Increase from most recent year.

# 2022 STRATEGIC PLAN UPDATE

## FAFSA FILERS MISSOURI



DHEWD Missouri FAFSA records.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

A measure of students enrolled in for-credit or degree-seeking postsecondary programs at colleges and universities.

### WHY DOES IT MATTER?

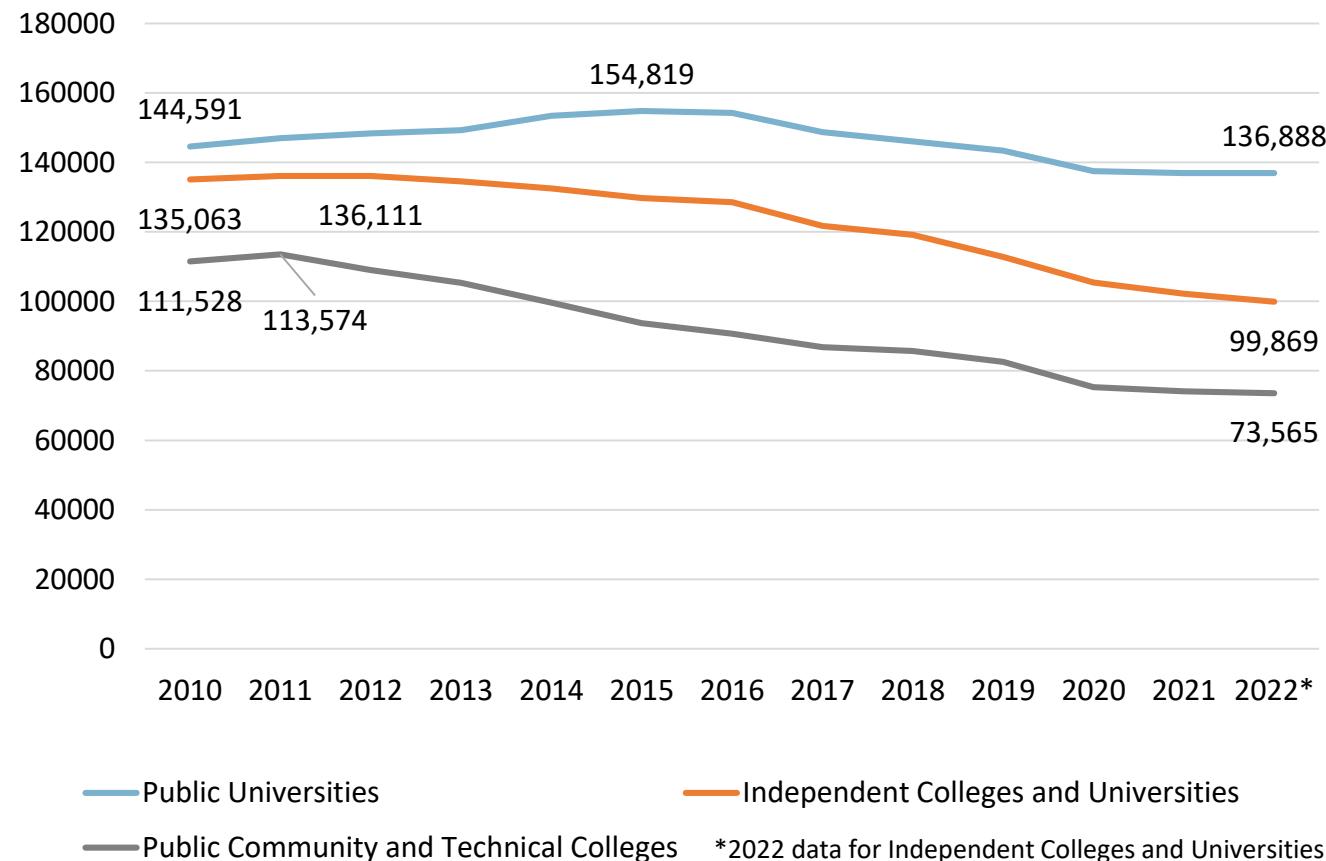
60% of jobs will require postsecondary education/training and enrollments are an indicator of the future employment pipeline.

### WHAT DOES GOOD LOOK LIKE?

An increase in enrollments.

# 2022 STRATEGIC PLAN UPDATE

## HEADCOUNT ENROLLMENT AT MISSOURI COLLEGES AND UNIVERSITIES



IPEDS Fall Enrollment. 2022 data is preliminary based on MDHEWD EMSAS Fall Enrollment and will be revised when IPEDS data is released.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

A measure of students completing a certificate or degree program at a postsecondary institution.

### WHY DOES IT MATTER?

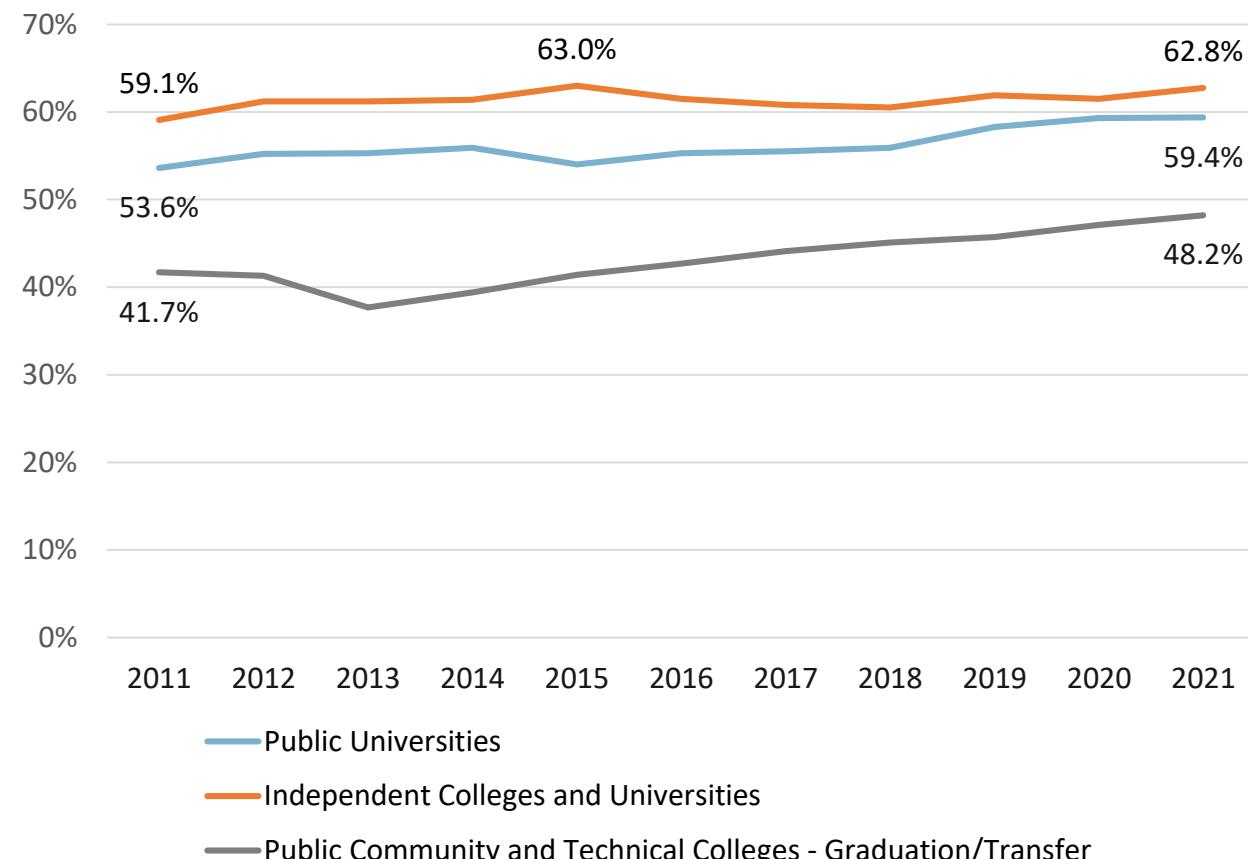
Higher completion rates move the state closer to the 60% attainment goal, which means more Missourians with a quality postsecondary credential.

### WHAT DOES GOOD LOOK LIKE?

An increase in completion rates.

# 2022 STRATEGIC PLAN UPDATE

## COMPLETION RATES OF MO FIRST-TIME FULL-TIME DEGREE-SEEKING STUDENTS



IPEDS Graduation Rate Survey. \*Total Grad/Transfer Rate for community and technical colleges includes reported transfer-outs. All other rates are graduation only. Graduation Rates are Three- and Six-Year Graduation Rates for Two- and Four-Year Institutions.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

A measure of students completing a certificate or degree program at a postsecondary institution by race.

### WHY DOES IT MATTER?

Increasing equitable access and achievement helps achieve the big goals in the state.

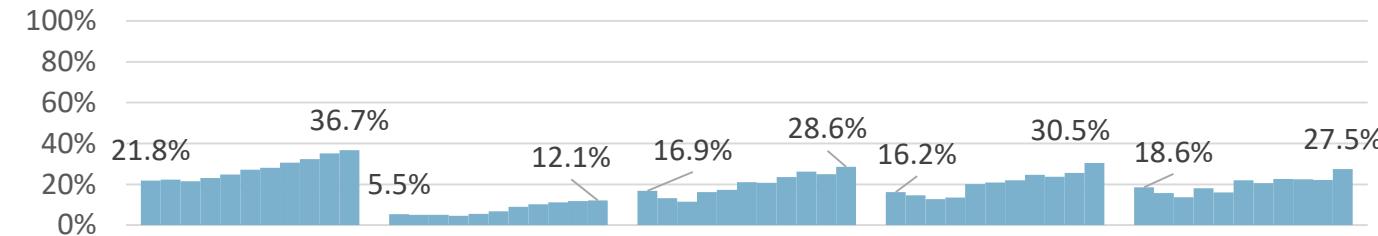
### WHAT DOES GOOD LOOK LIKE?

Increasing completions in underrepresented groups.

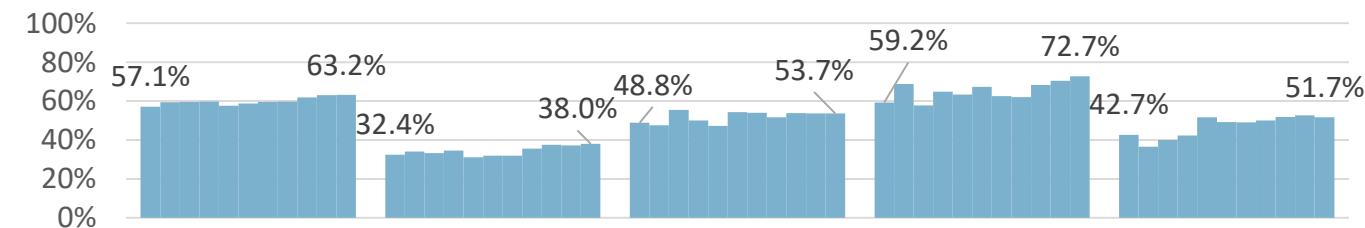
# 2022 STRATEGIC PLAN UPDATE

## COMPLETION RATES OF MO FIRST-TIME FULL-TIME DEGREE-SEEKING STUDENTS BY RACE, 2011-2021

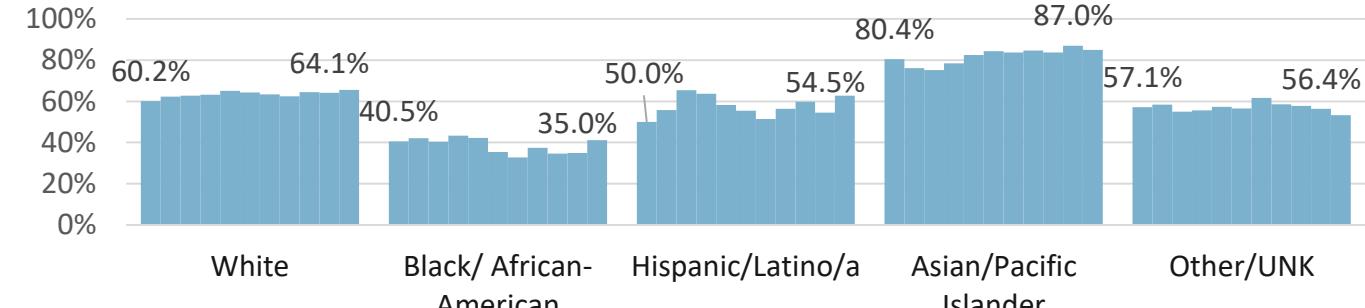
### PUBLIC COMMUNITY AND TECHNICAL COLLEGES



### PUBLIC UNIVERSITIES



### INDEPENDENT UNIVERSITIES



IPEDS Graduation Rate Survey. \*Total Grad/Transfer Rate for community and technical colleges includes reported transfer-outs. All other rates are graduation only. Graduation Rates are Three- and Six-Year Graduation Rates for Two- and Four-Year Institutions.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

A measure of students completing a certificate or degree program at a postsecondary institution by age and geographic origin.

### WHY DOES IT MATTER?

Increasing equitable access and achievement helps achieve the big goals in the state.

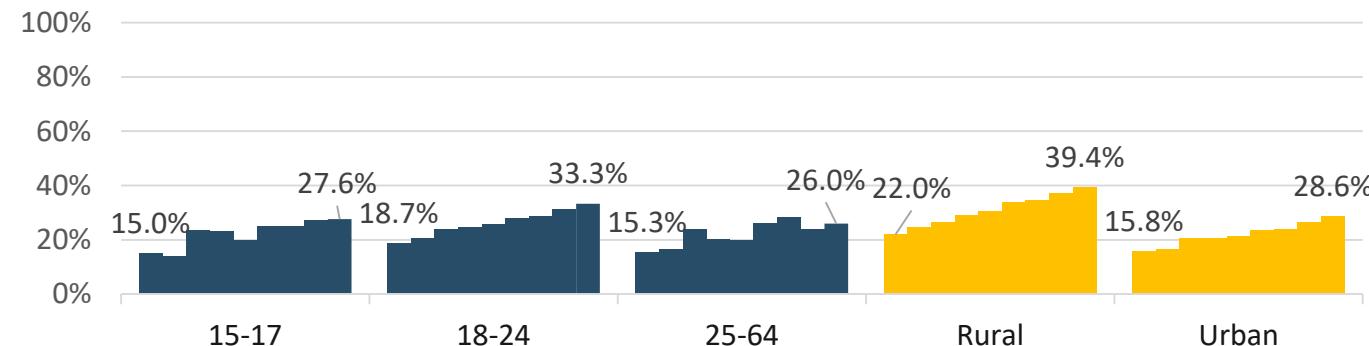
### WHAT DOES GOOD LOOK LIKE?

Increasing completions in underrepresented groups.

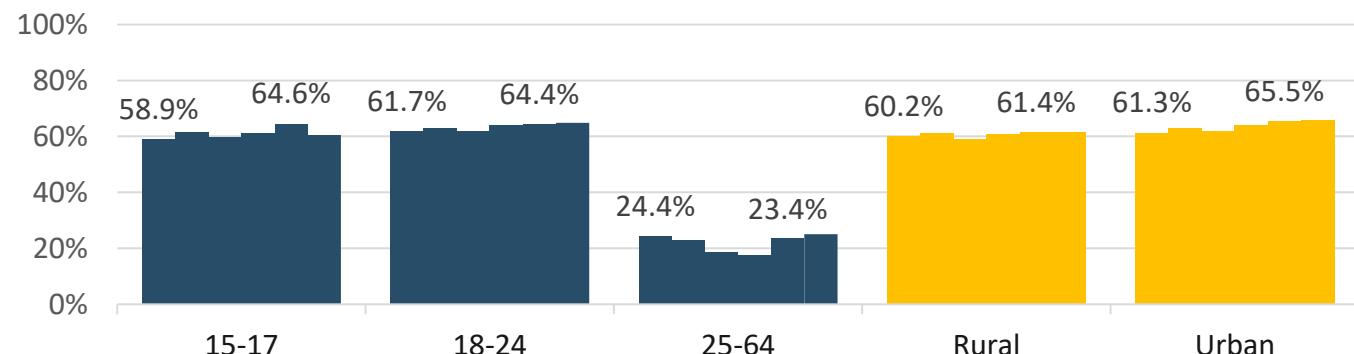
# 2022 STRATEGIC PLAN UPDATE

## COMPLETION RATES OF MO FIRST-TIME FULL-TIME DEGREE-SEEKING STUDENTS BY AGE AND GEOGRAPHIC ORIGIN

PUBLIC COMMUNITY AND TECHNICAL COLLEGES,  
2013-2021



PUBLIC UNIVERSITIES, 2016-2021



MDHEWD EMSAS records. Rates for Age include all FFTDS students. Urban/Rural rates are only for in-state students. Graduation Rates are Three- and Six-Year Graduation Rates for Two- and Four-Year Institutions.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of students completing either an Associate, Bachelor's, Master's, or Doctoral and Professional degree from a Missouri degree-granting institution.

### WHY DOES IT MATTER?

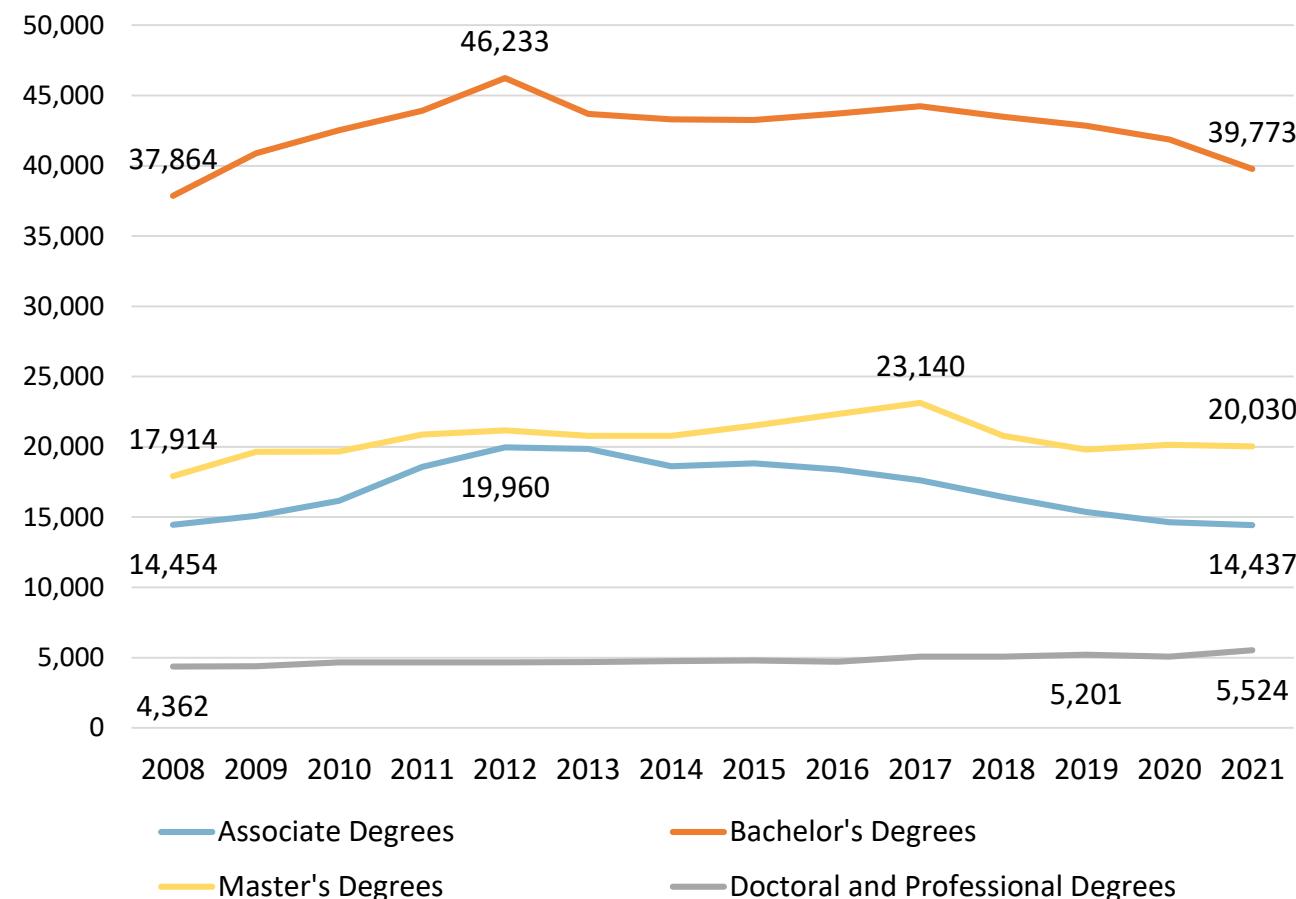
Postsecondary degrees help prepare Missourians for the 60% of the state's jobs that require some level of postsecondary education.

### WHAT DOES GOOD LOOK LIKE?

Increasing degrees issued will help reach the Big Goal of 60% attainment.

# 2022 STRATEGIC PLAN UPDATE

## NUMBER OF DEGREES ISSUED BY MISSOURI INSTITUTIONS



## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of completers of a registered apprenticeship program and the number of students completing a certificate of less than 2 years from a MO institution that reports to IPEDS.

### WHY DOES IT MATTER?

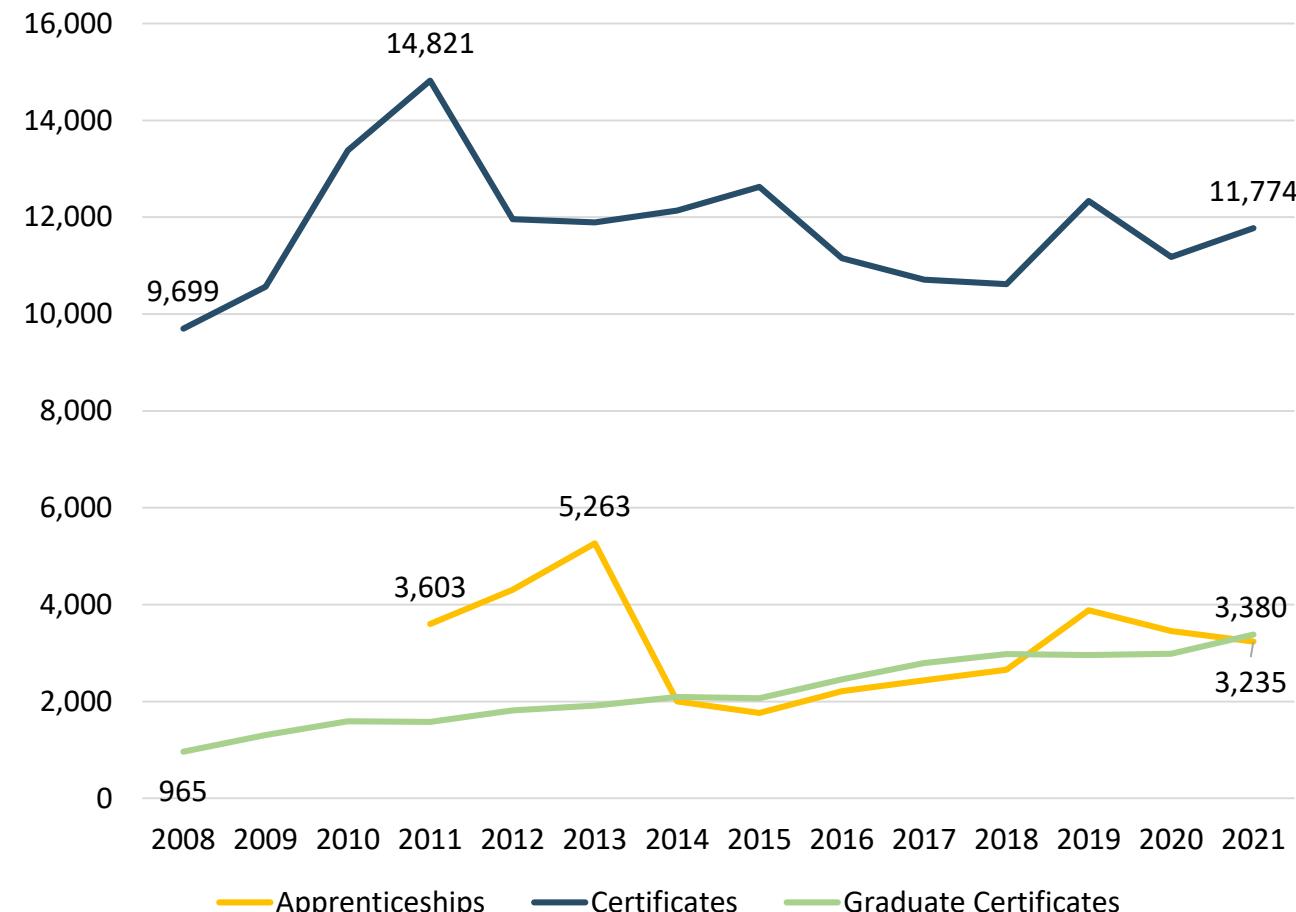
Apprenticeships and certificates help prepare Missourians for the 40% of the state's jobs that require some education and training beyond high school but less than a bachelor's degree.

### WHAT DOES GOOD LOOK LIKE?

Increased completion in these areas will help reach the Big Goal of 60% attainment.

# 2022 STRATEGIC PLAN UPDATE

## NUMBER OF APPRENTICESHIPS AND CERTIFICATES ISSUED



U.S. Department of Education Integrated Postsecondary Education Data System (IPEDS) and U.S. Department of Labor. A portion of the certificates are from non-degree granting institutions that report to IPEDS.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of Missourians completing a registered apprenticeship program by demographic and geographic disaggregation.

### WHY DOES IT MATTER?

Apprenticeships help prepare Missourians for the 40% of the state's jobs that require some education and training beyond high school but less than a bachelor's degree.

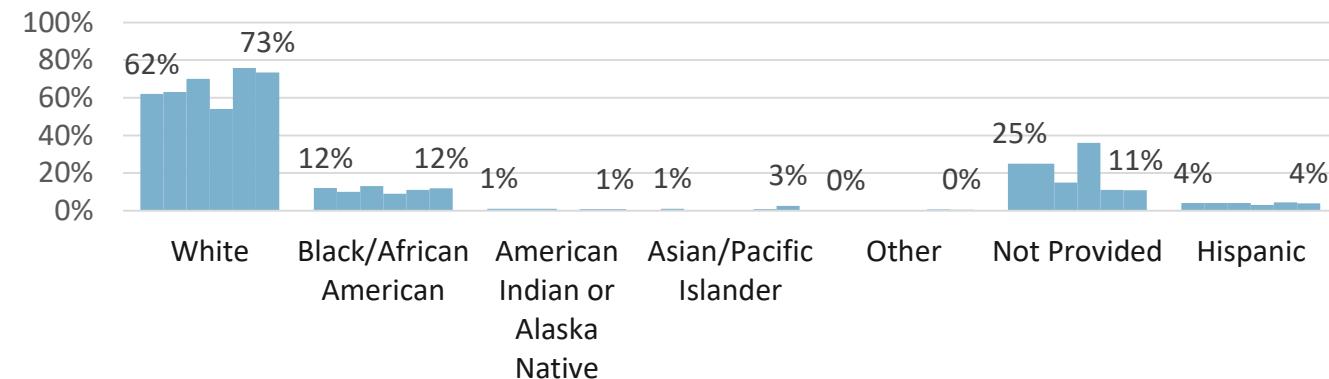
### WHAT DOES GOOD LOOK LIKE?

Improvement in equitable representation in apprenticeship completions.

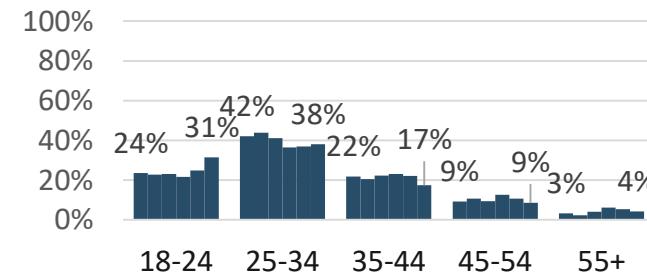
# 2022 STRATEGIC PLAN UPDATE

## COMPLETED APPRENTICESHIPS BY RACE/ETHNICITY, AGE AND GEOGRAPHIC ORIGIN, 2016-2021

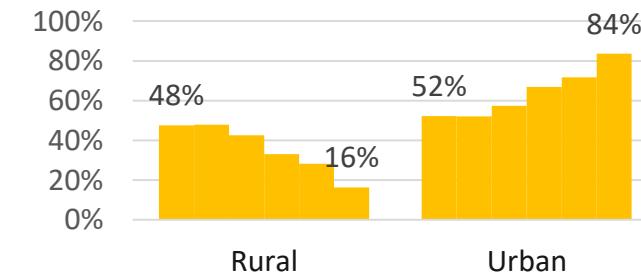
### RACE/ETHNICITY



### AGE AT PROGRAM START



### GEOGRAPHIC ORIGIN



## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Total state appropriations by the number of full-time equivalent (FTE) students allows the appropriation to be normalized across institutions of different sizes.

### WHY DOES IT MATTER?

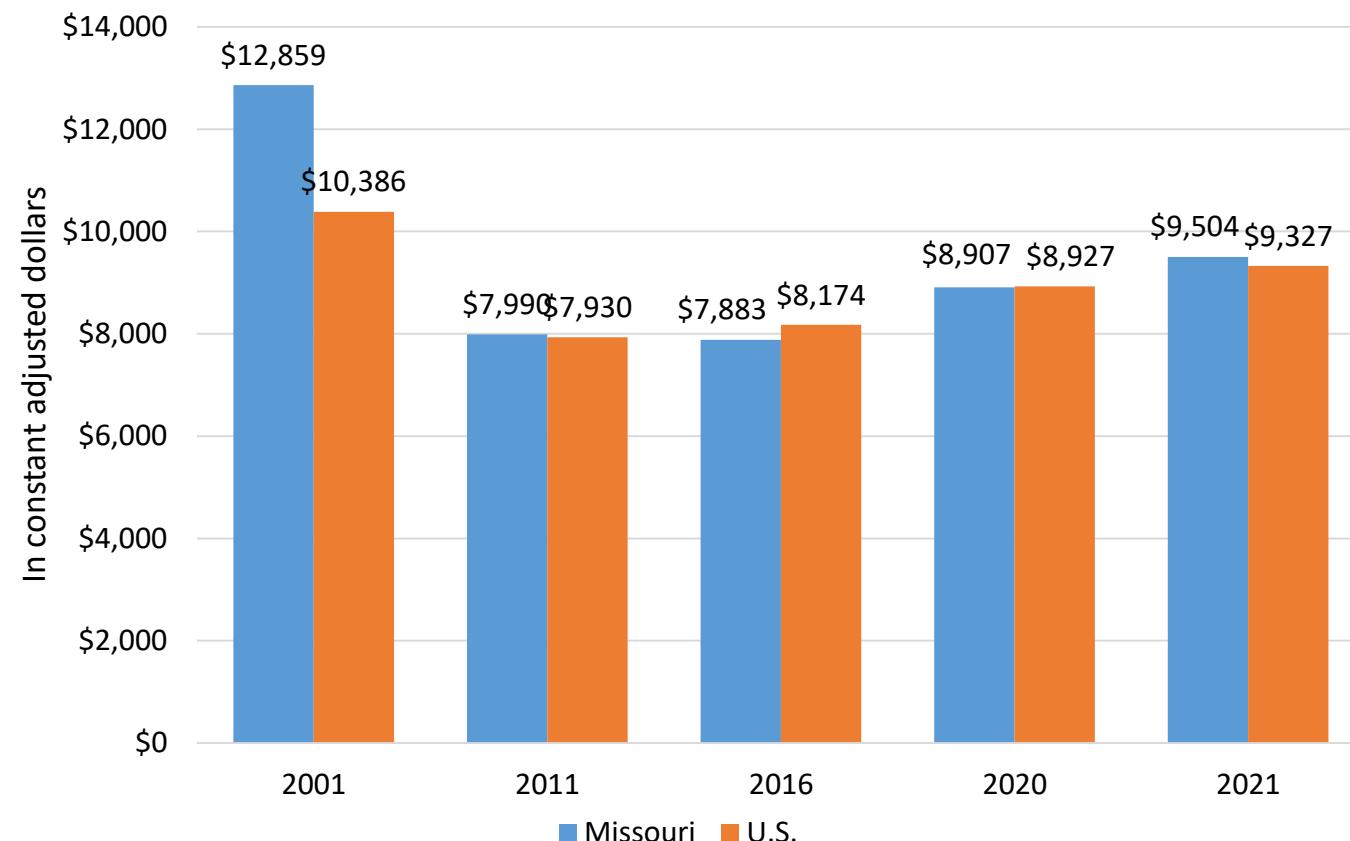
Public support for education through these appropriations can help reduce direct costs to students, keeping education affordable.

### WHAT DOES GOOD LOOK LIKE?

Stable to increasing amounts per year along with increased equity across institutions with similar missions.

# 2022 STRATEGIC PLAN UPDATE

## PUBLIC HIGHER EDUCATION FUNDING PER FTE MISSOURI AND U.S.



## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Net price is the total cost of attendance minus the average amount of awarded student grants (federal, state and local government and institutional aid).

### WHY DOES IT MATTER?

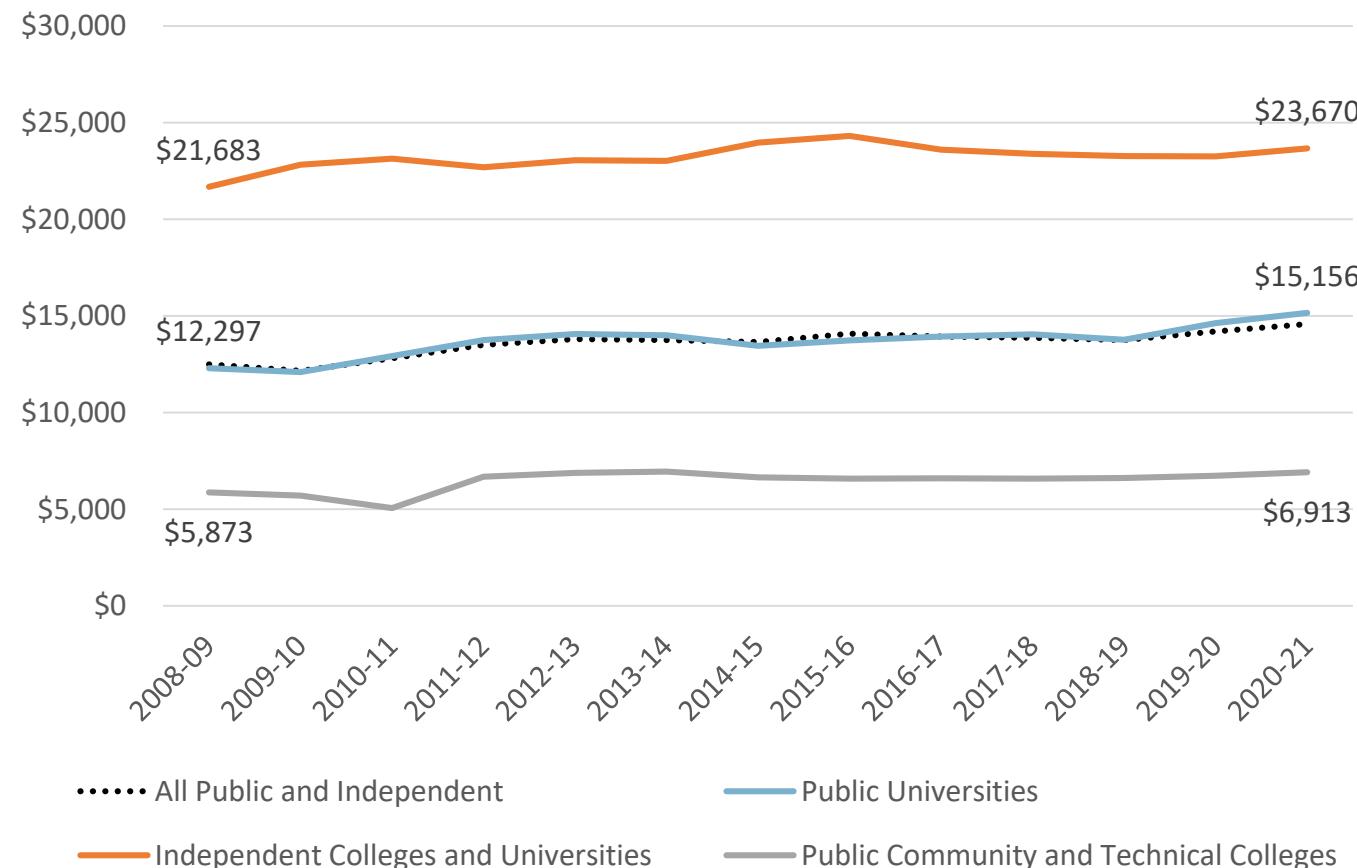
Affordability is probably the most important item many students and families consider when making decisions about postsecondary education. Net cost represents the funding the student/family will have to allocate to access and persist through postsecondary education.

### WHAT DOES GOOD LOOK LIKE?

Decrease from prior levels.

# 2022 STRATEGIC PLAN UPDATE

## NET PRICE FOR FIRST-TIME FULL-TIME DEGREE AND CERTIFICATE-SEEKING STUDENTS, ENROLLMENT-WEIGHTED



IPEDS Financial Aid and Fall Enrollment Surveys. Data is weighted to the relative number of first-time full-time degree and certificate-seeking students.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of unemployed persons as a percentage of the labor force. (The official measure of unemployment.)

### WHY DOES IT MATTER?

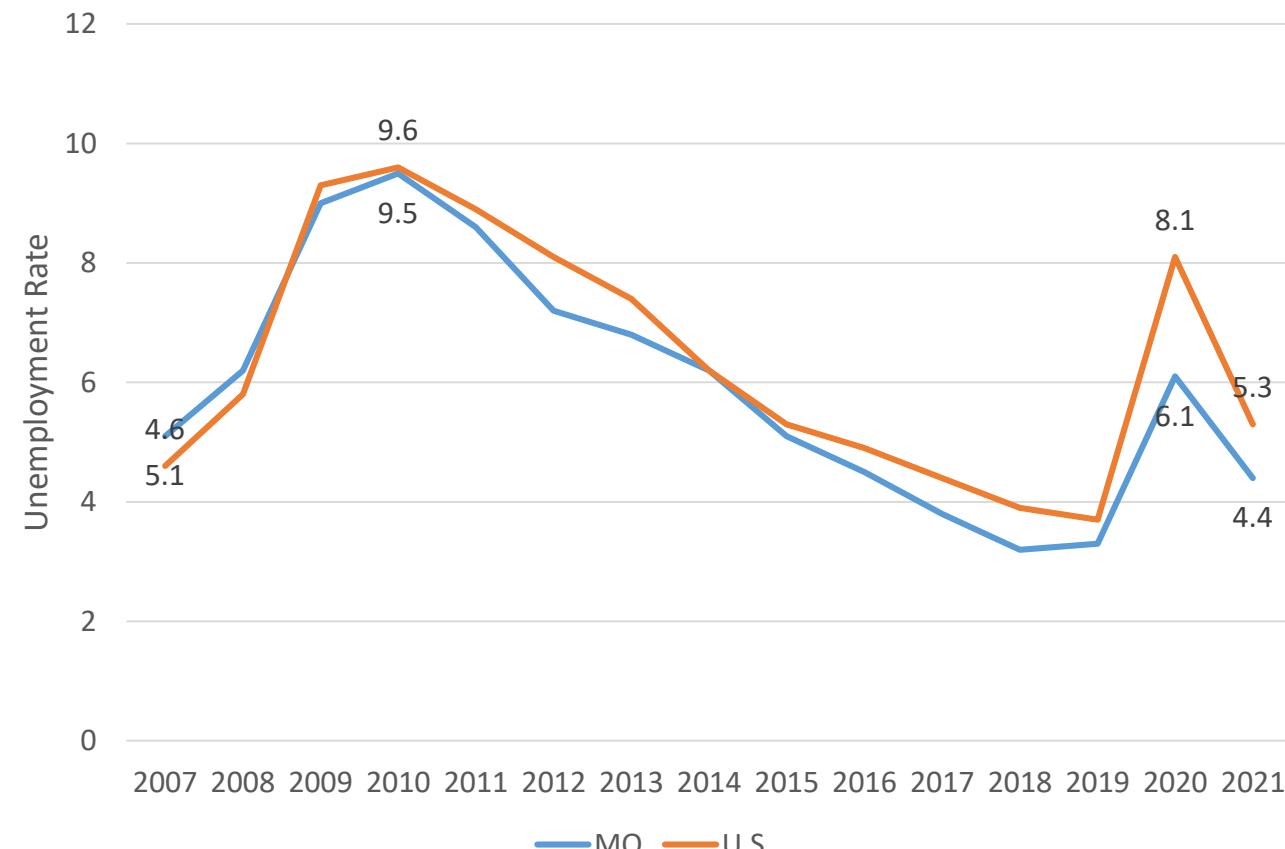
A high unemployment rate indicates a mismatch in the availability of jobs and those seeking to fill them.

### WHAT DOES GOOD LOOK LIKE?

4.5% or below. (NOTE: 2020 data reflects the impact of the pandemic on unemployment.)

# 2022 STRATEGIC PLAN UPDATE

## OFFICIAL UNEMPLOYMENT RATE MISSOURI AND U.S.



U.S. Bureau of Labor Statistics. Current Population Survey and Local Area Unemployment Statistics.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of unemployed persons as a percentage of the labor force. Data based on estimates from the Current Population Survey.

### WHY DOES IT MATTER?

The Big Goal for labor force participation includes an unemployment rate of 4.5% or below for all populations.

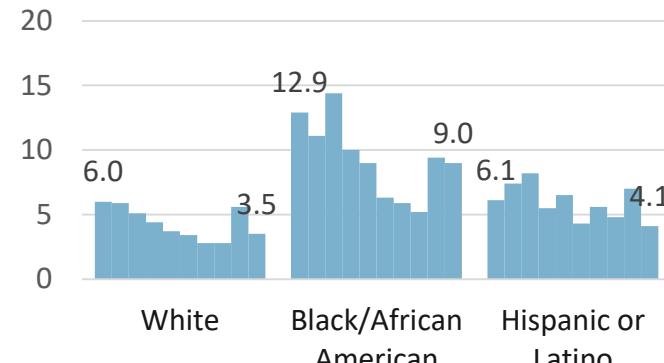
### WHAT DOES GOOD LOOK LIKE?

4.5% or below. (NOTE:  
2020 data reflects the  
impact of the pandemic.)

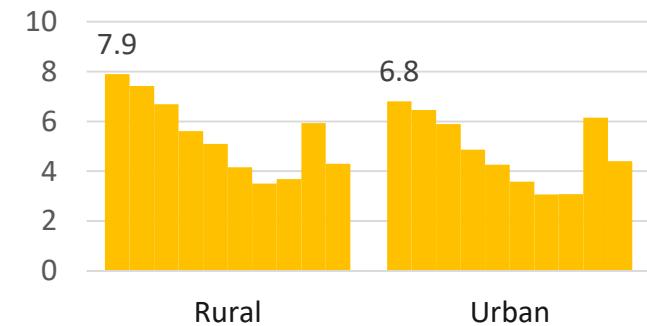
# 2022 STRATEGIC PLAN UPDATE

## OFFICIAL UNEMPLOYMENT RATE MISSOURI, 2012-2021

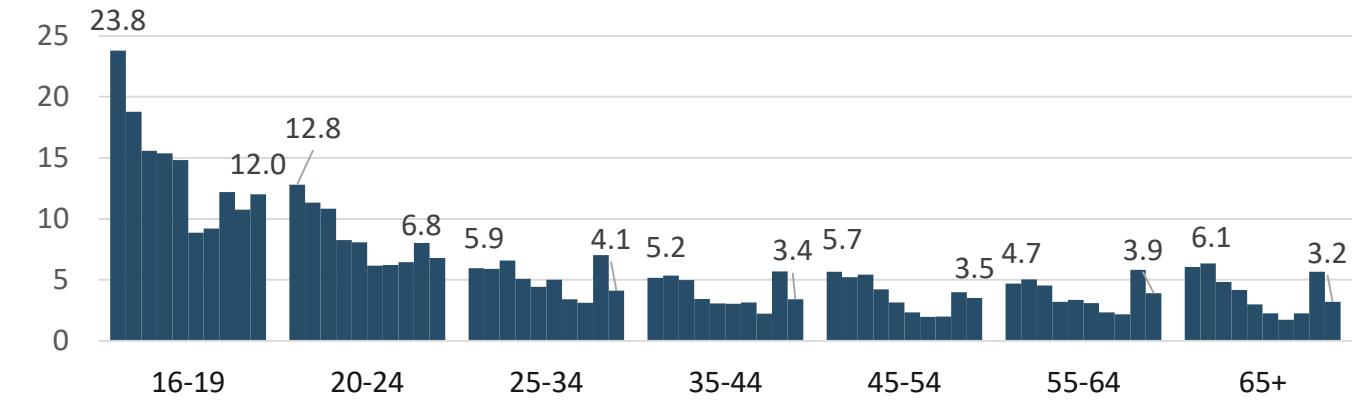
### RACE/ETHNICITY



### GEOGRAPHIC ORIGIN



### AGE RANGE



U.S. Bureau of Labor Statistics. Current Population Survey and Local Area Unemployment Statistics.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The portion of those employed relative to the population age 16+. For example, for every 100 working-age MO'ians, 60 were employed in 2021.

### WHY DOES IT MATTER?

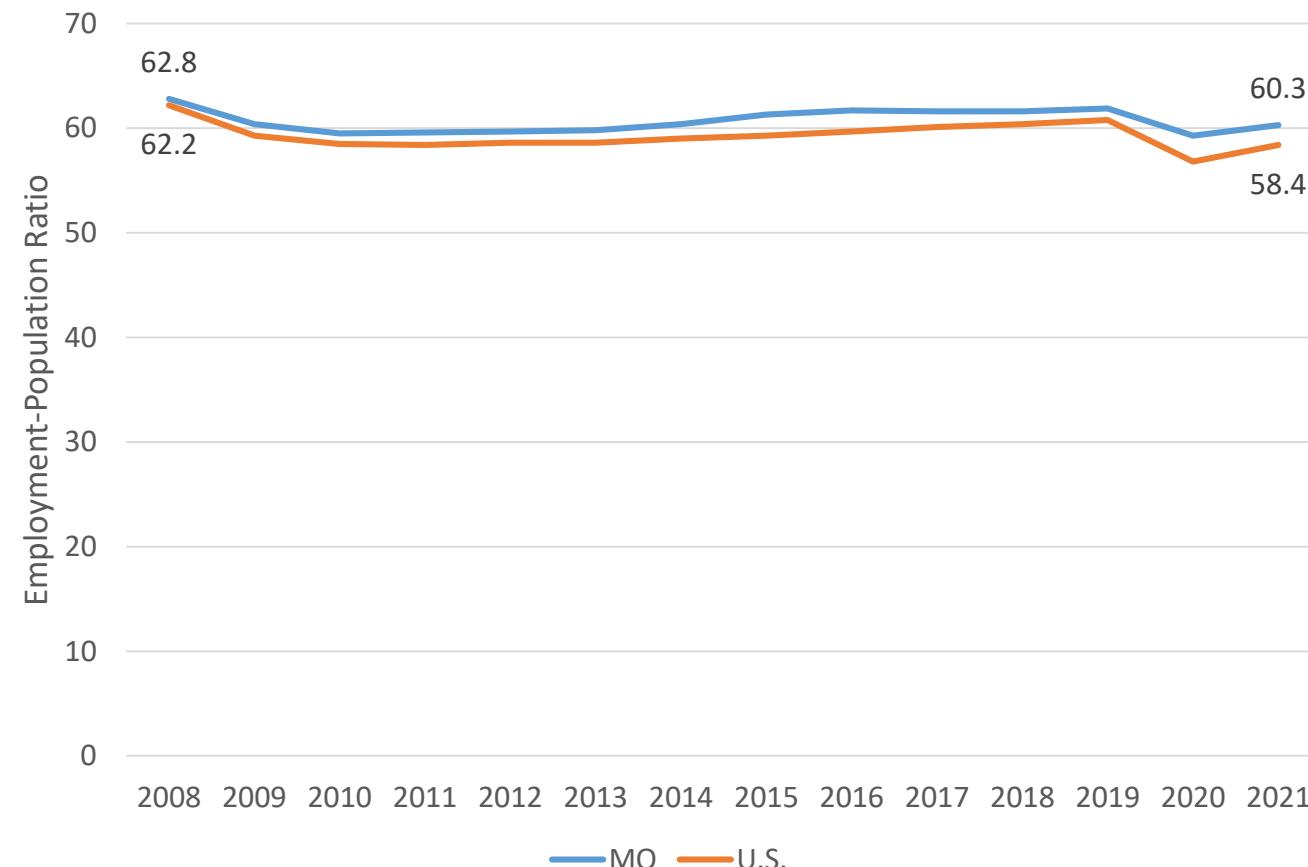
A large employed population demonstrates economic stability and growth.

### WHAT DOES GOOD LOOK LIKE?

Increase from current rates. (NOTE: 2020 data reflects the impact of the pandemic.)

# 2022 STRATEGIC PLAN UPDATE

## EMPLOYMENT-POPULATION RATIO MISSOURI AND U.S.



U.S. Bureau of Labor Statistics. Current Population Survey and Local Area Unemployment Statistics.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The portion of those employed relative to the population age 16+ by race/ethnicity, age, and geography.

### WHY DOES IT MATTER?

A large employed population demonstrates economic stability and growth.

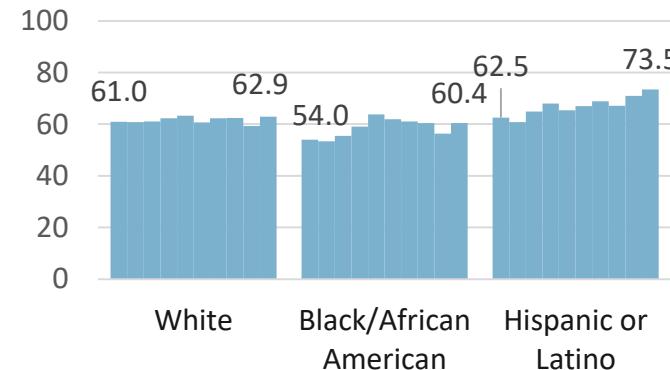
### WHAT DOES GOOD LOOK LIKE?

Increase from current rates. (NOTE: 2020 data reflects the impact of the pandemic.)

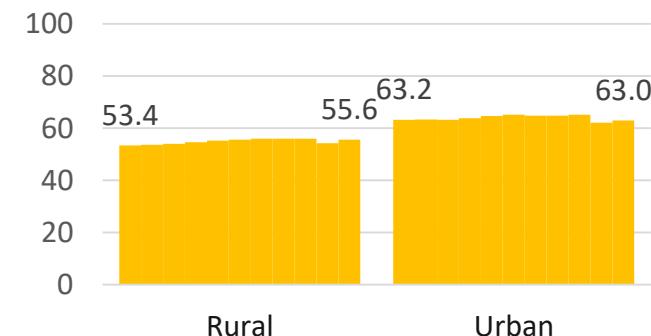
# 2022 STRATEGIC PLAN UPDATE

## EMPLOYMENT-POPULATION RATIO MISSOURI, 2012-2021

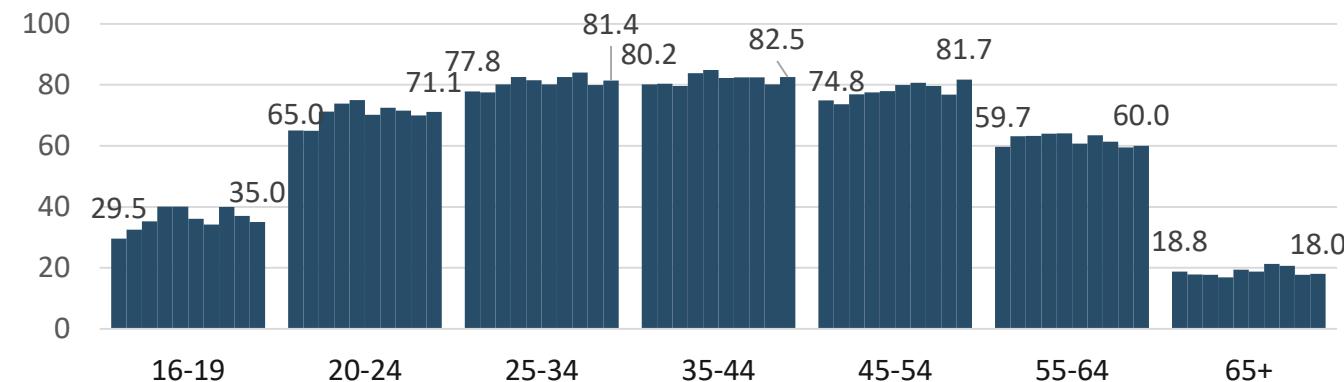
### RACE/ETHNICITY



### GEOGRAPHIC ORIGIN



### AGE RANGE



U.S. Bureau of Labor Statistics. Current Population Survey and Local Area Unemployment Statistics.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Number of unemployed persons relative to the number of job openings.

### WHY DOES IT MATTER?

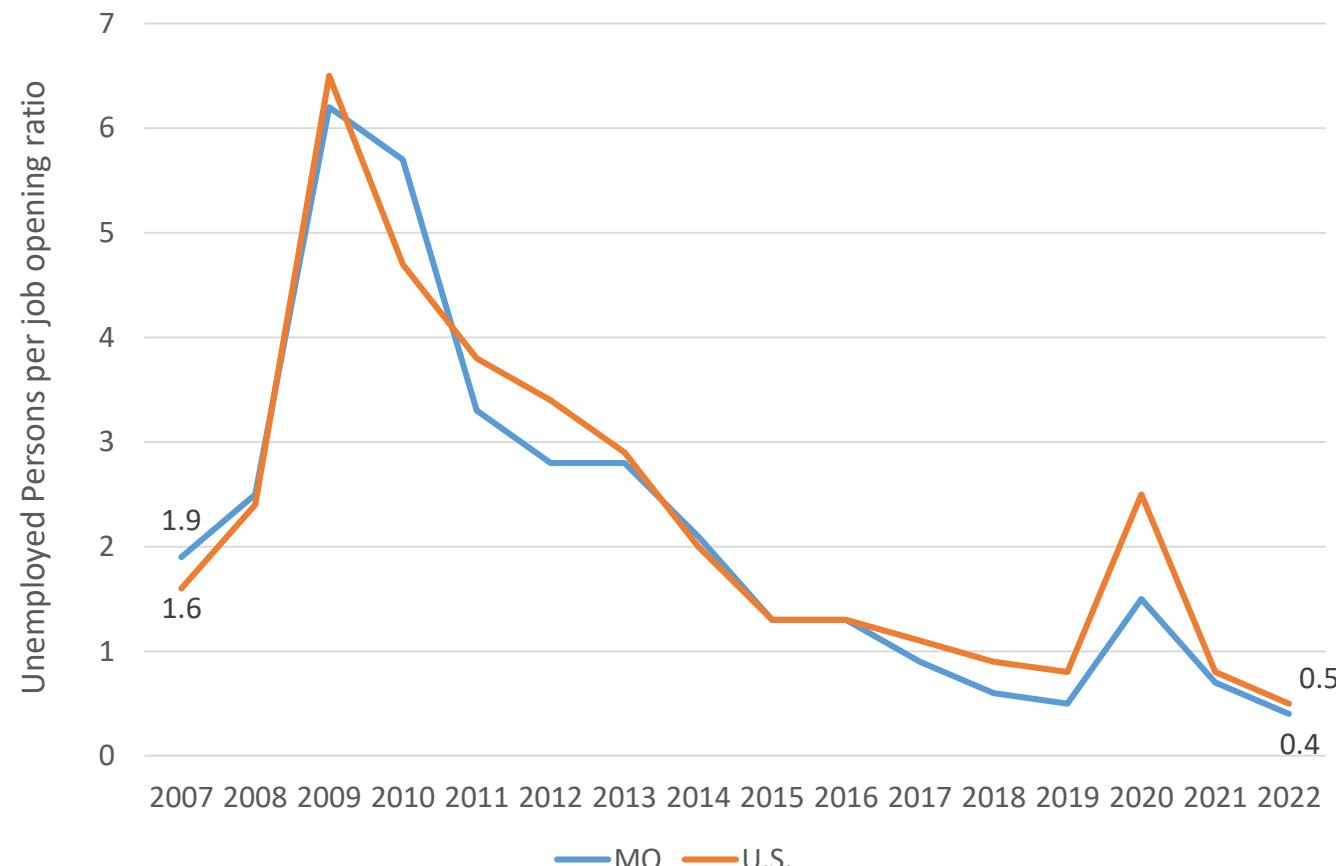
The balance of the number of available jobs and those available to work supports economic stability. A strong labor market matches job seekers to opportunity.

### WHAT DOES GOOD LOOK LIKE?

Less than two job seekers for each job.

# 2022 STRATEGIC PLAN UPDATE

## NUMBER OF JOB SEEKERS PER JOB OPENING MISSOURI AND U.S., JULY



U.S. Bureau of Labor Statistics. Job Openings and Labor Turnover Survey. Seasonally adjusted July data.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Discouraged workers are part of the marginally attached labor force who were not currently looking for work specifically because they believed no jobs were available for them or there were none for which they would qualify.

### WHY DOES IT MATTER?

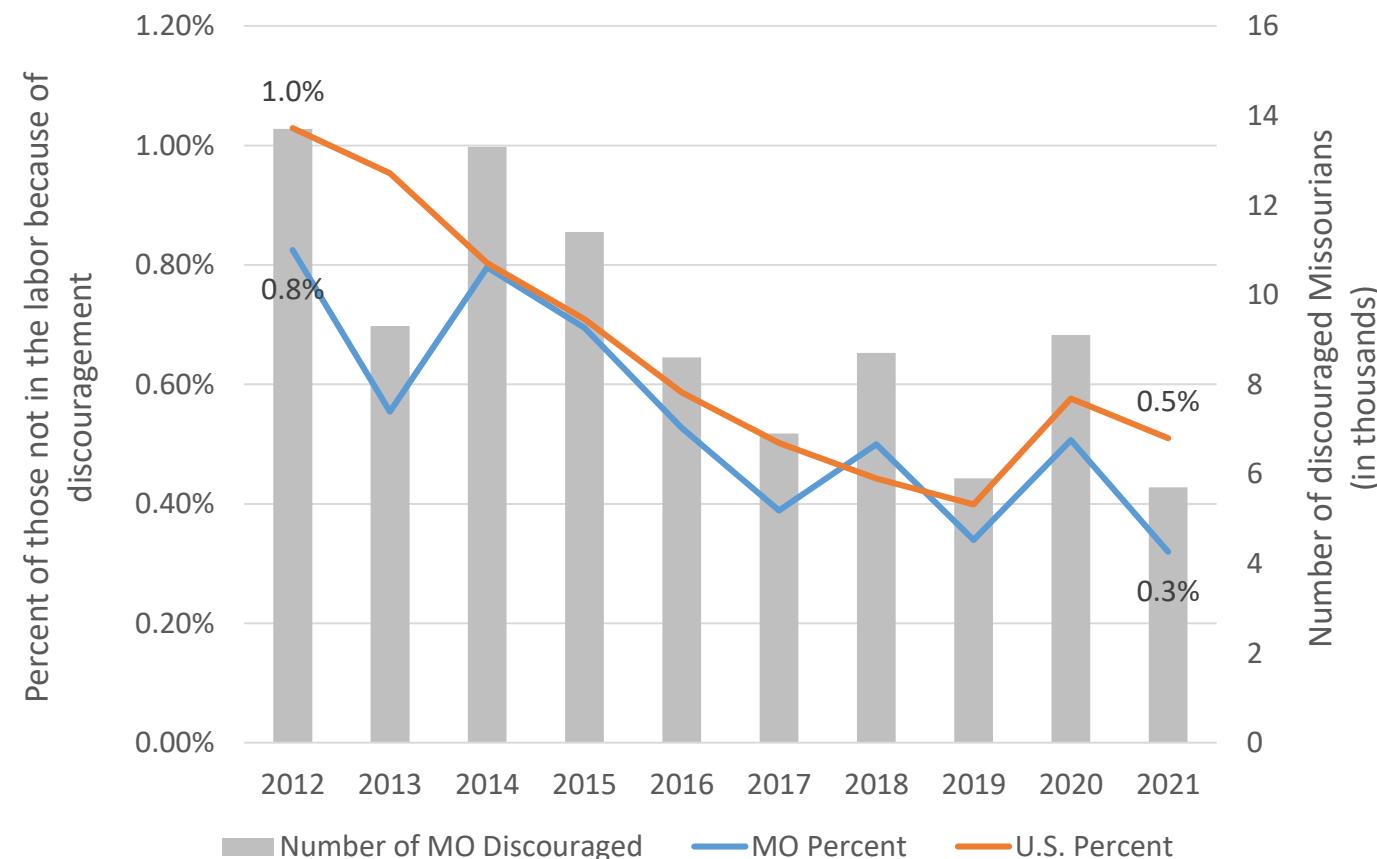
The percentage of those not in the labor force due to discouragement indicates the portion of the labor force that may need retraining or other assistance and have given up seeking work.

### WHAT DOES GOOD LOOK LIKE?

Lower is better.

# 2022 STRATEGIC PLAN UPDATE

## DISCOURAGED WORKERS MISSOURI AND U.S.



U.S. Bureau of Labor Statistics and MO DHEWD. Local Area Unemployment Statistics and Current Population Survey.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Of those who are working, the percentage who are working part-time due to conditions outside of their control.

### WHY DOES IT MATTER?

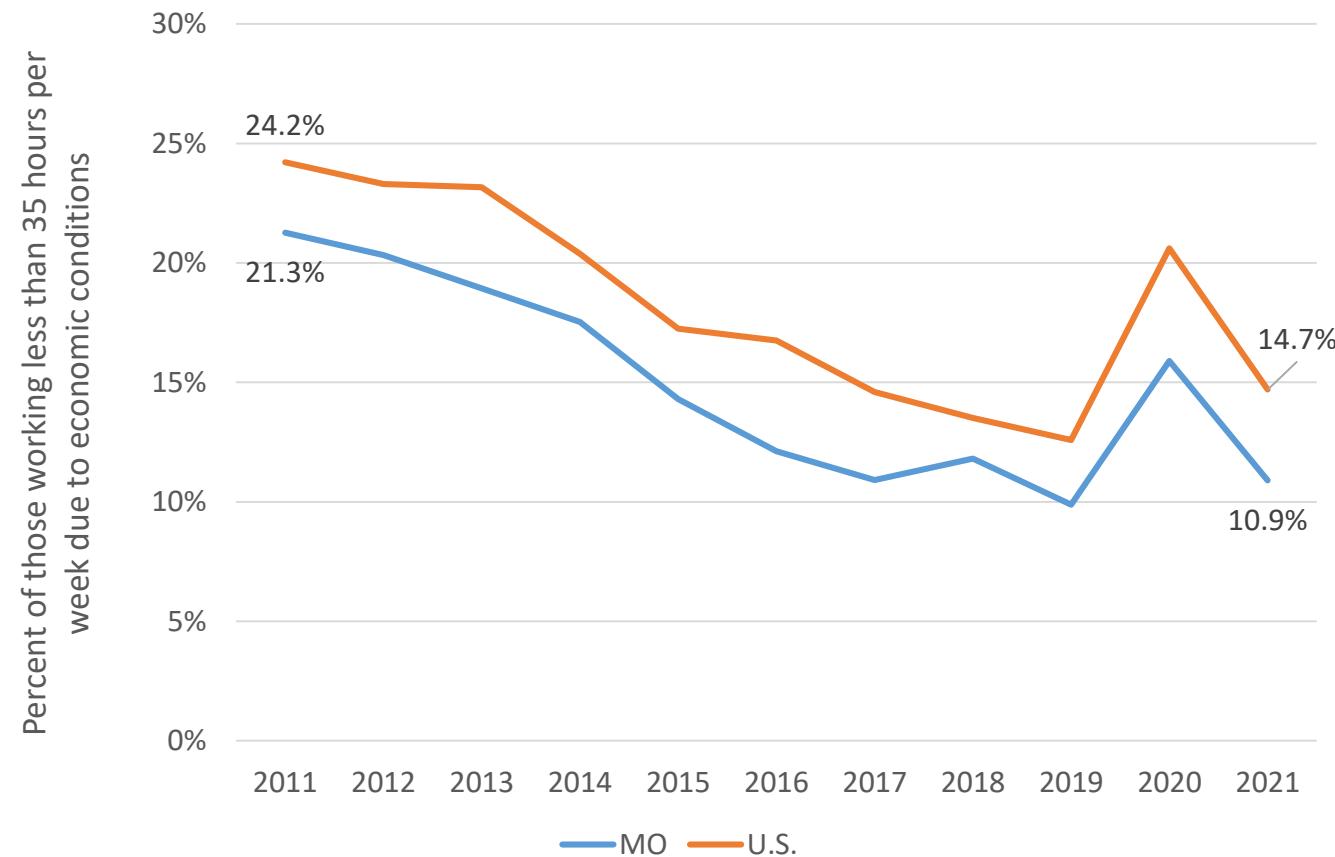
Those who want to find full-time work but cannot may need training or other assistance to find full-time employment.

### WHAT DOES GOOD LOOK LIKE?

A lower percentage is better. This also directly impacts the labor force participation rate.

# 2022 STRATEGIC PLAN UPDATE

## INVOLUNTARY PART TIME STATUS MISSOURI AND U.S.



U.S. Bureau of Labor Statistics and MO DHEWD. Local Area Unemployment Statistics and Current Population Survey.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of team members who agree to the QPS statements regarding personal ownership.

### WHY DOES IT MATTER?

Strengthening the organizational culture is a priority. The personal ownership questions help determine if staff feel connected to the department and the work they're doing.

### WHAT DOES GOOD LOOK LIKE?

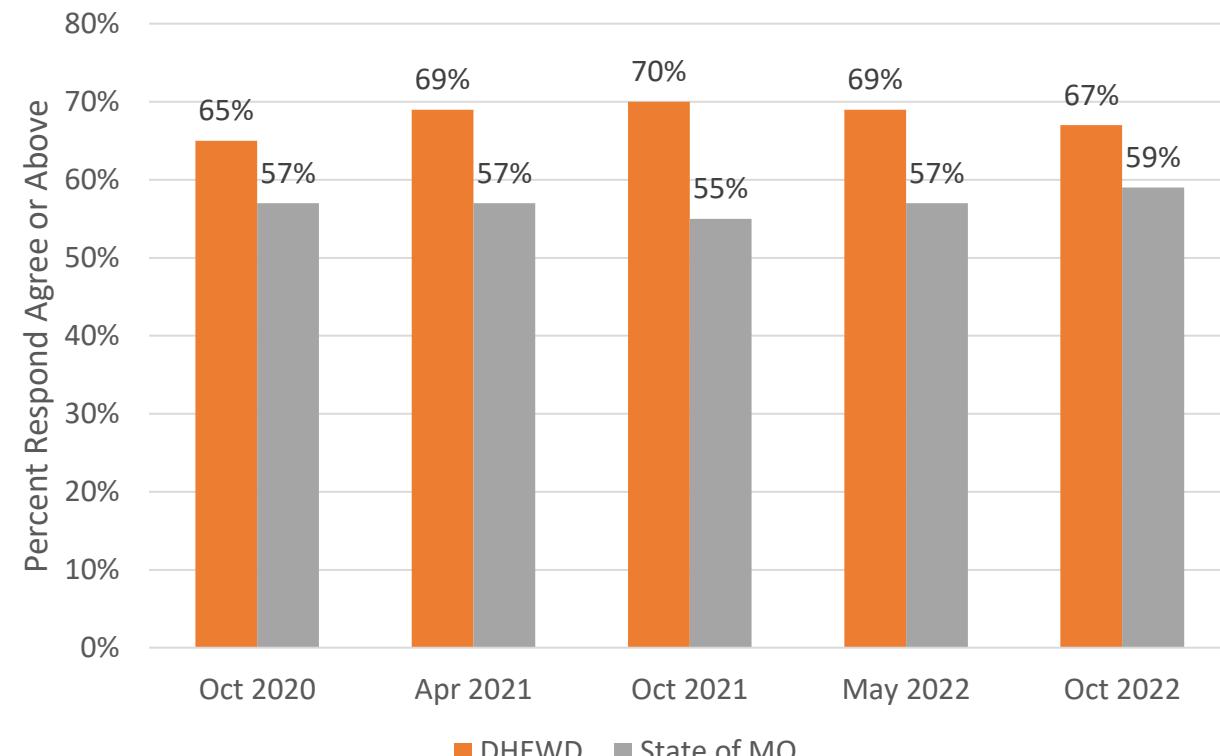
80% agreement or higher,  
and above the state avg.

# 2022 STRATEGIC PLAN UPDATE

## QUARTERLY PULSE SURVEY Personal Ownership

**“Managers create a sense of belonging to the organization.”**

**“Managers encourage employees to take a personal stake in their jobs.”**



## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Total retention is the percent of full-time employees who are retained during the year. Voluntary retention excludes those who left for retirement or dismissal.

### WHY DOES IT MATTER?

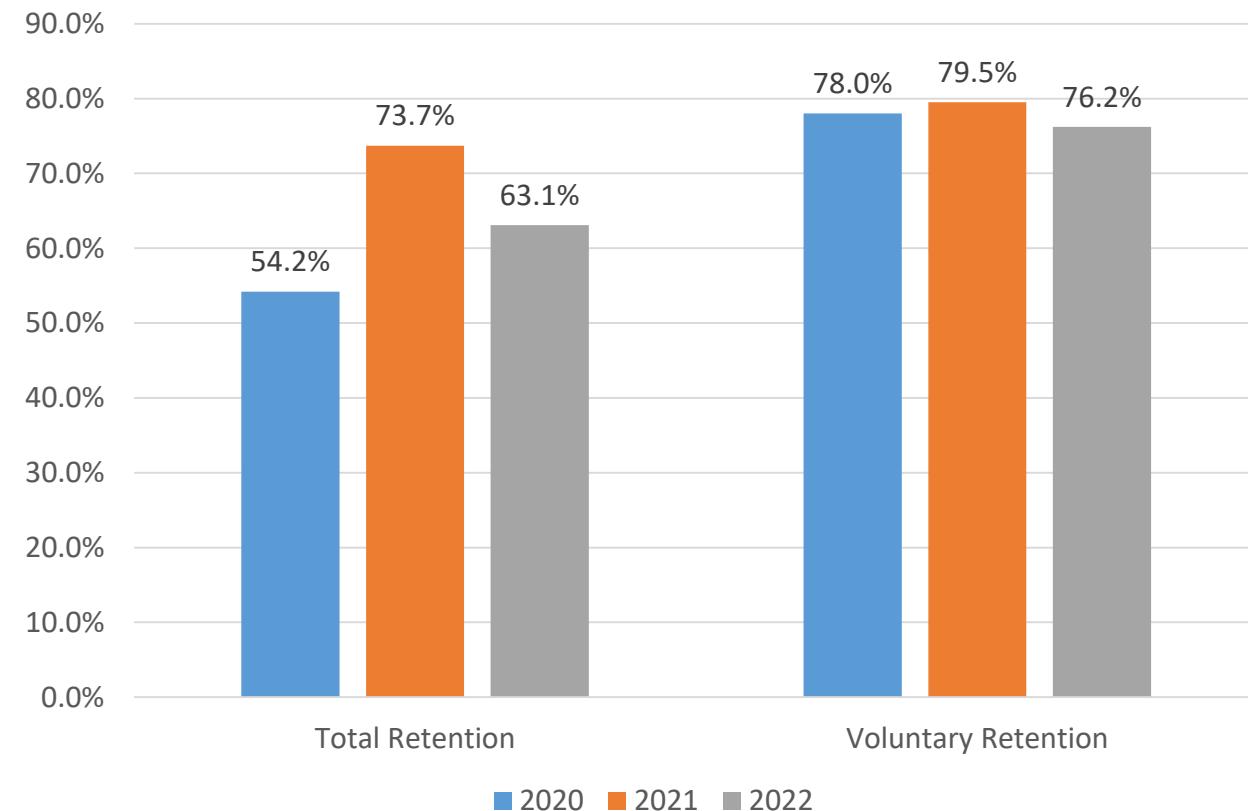
Retention is an indicator of job satisfaction. Losing staff results in lost knowledge and creates extra stress on staff as workloads increase until positions are filled.

### WHAT DOES GOOD LOOK LIKE?

85% for total retention rate and 90% for voluntary retention rate.

# 2022 STRATEGIC PLAN UPDATE

## DHEWD STAFF RETENTION RATE



State of Missouri Talent Dashboard and DHEWD Human Resources reports.  
Year is defined as September – August since September 2019 was the first full month of DHEWD's creation.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Total retention is the percent of full-time employees who are retained during the year. Voluntary retention excludes those who left for retirement or dismissal.

### WHY DOES IT MATTER?

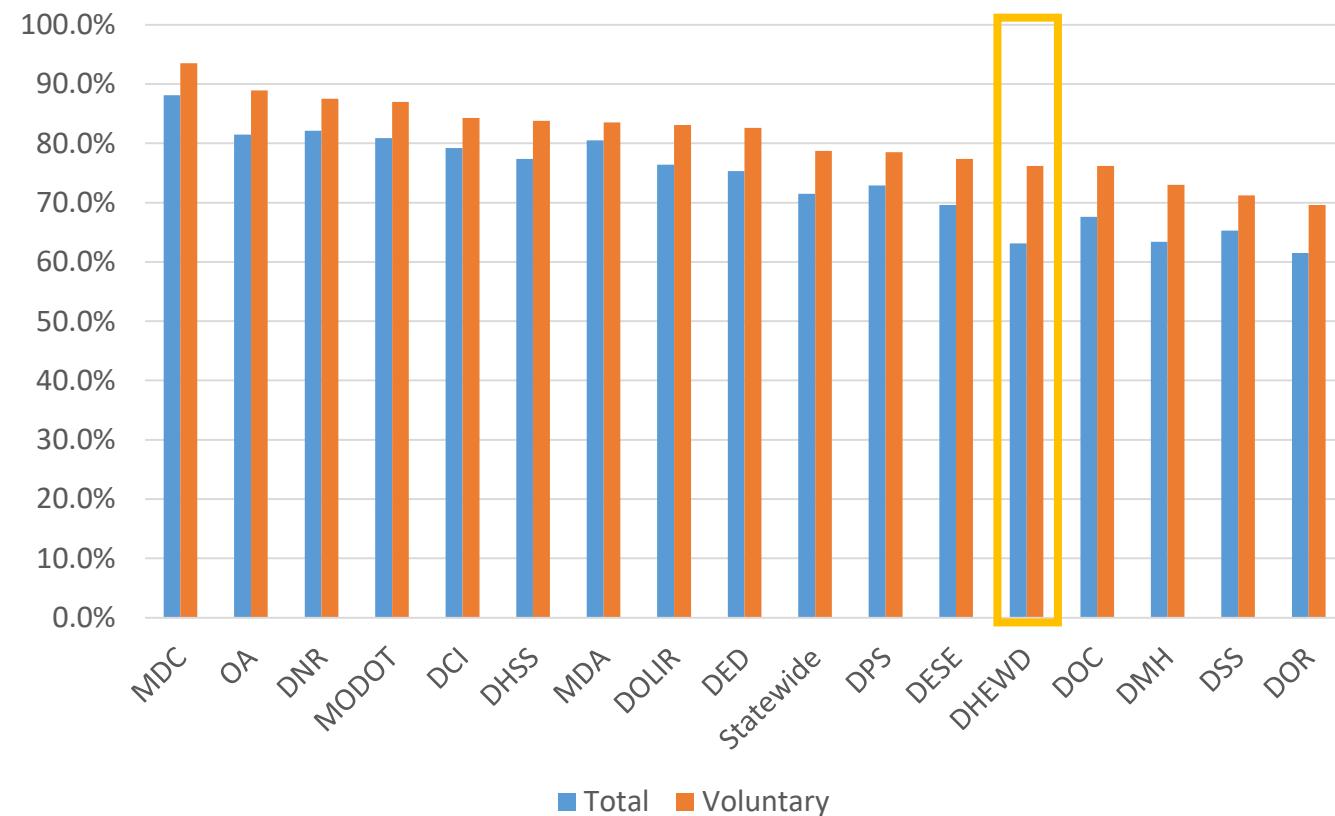
Higher retention rates is an indicator of DHEWD as a best place to work in state government.

### WHAT DOES GOOD LOOK LIKE?

Move above the statewide average.

# 2022 STRATEGIC PLAN UPDATE

## DHEWD STAFF RETENTION RATE COMPARED TO OTHER AGENCIES, 2022



State of Missouri Talent Dashboard and DHEWD Human Resources reports. Sorted descending by voluntary retention rate. Year is defined as September – August since September 2019 was the first full month of DHEWD's creation.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

Total retention is the percent of full-time employees who are retained during the year. Voluntary retention excludes those who left for retirement or dismissal.

### WHY DOES IT MATTER?

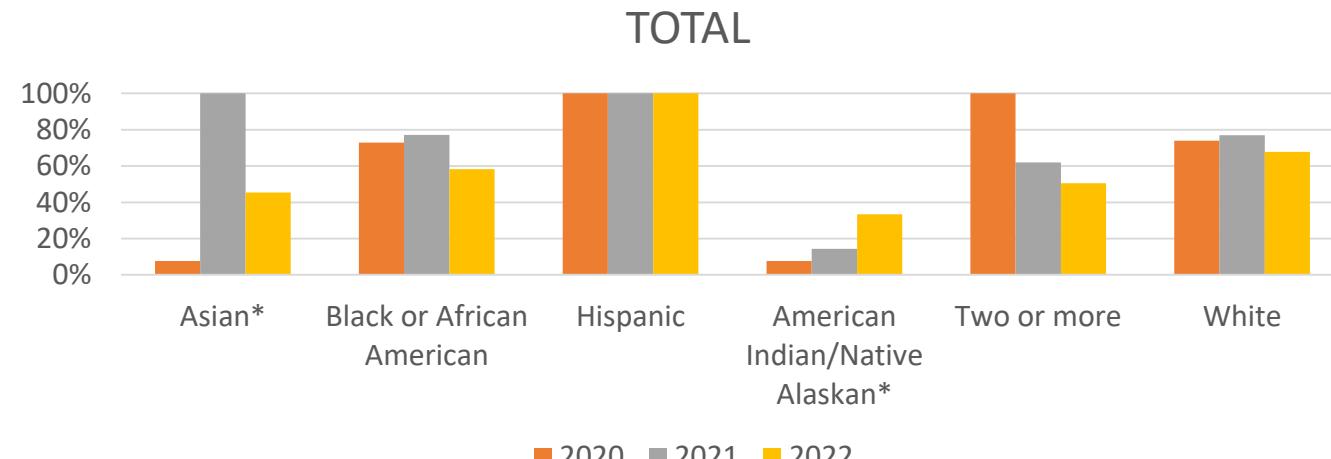
DHEWD retention rates by race/ethnicity indicate if certain groups are retained at higher rates than others.

### WHAT DOES GOOD LOOK LIKE?

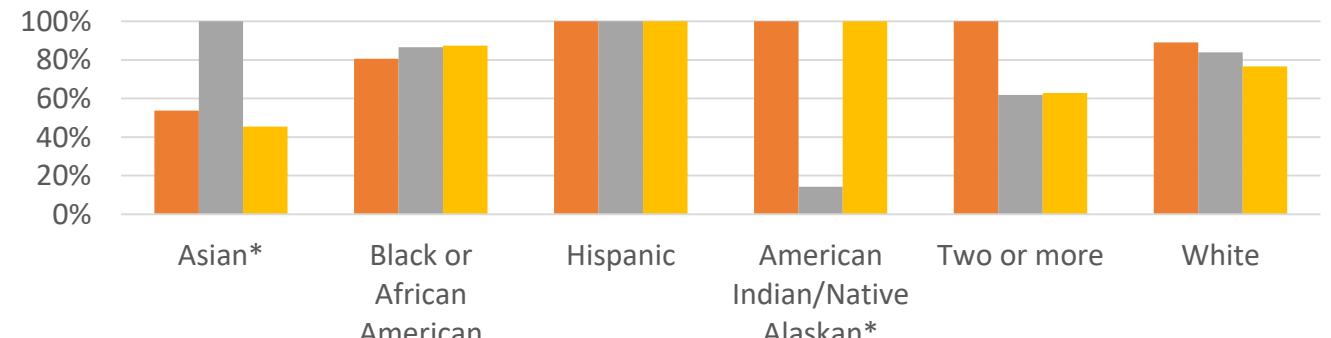
Equal retention rates across all race/ethnicity groups.

# 2022 STRATEGIC PLAN UPDATE

## DHEWD STAFF RETENTION RATE BY RACE/ETHNICITY, 2020-2022



**VOLUNTARY**



State of Missouri Talent Dashboard and DHEWD Human Resources reports.

Year is defined as September – August since September 2019 was the first full month of DHEWD's creation.

\*There are fewer than 5 employees in these racial categories.

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The average percent of employees opening the weekly employee newsletter.

### WHY DOES IT MATTER?

Staff engagement in department news and activities shows a connection to the organization.

### WHAT DOES GOOD LOOK LIKE?

Stay consistent at 80% or above.

# 2022 STRATEGIC PLAN UPDATE

## DHEWD NEWSLETTER EMAIL OPEN RATE

